

MISSOURI DEPARTMENT OF PUBLIC SAFETY



Strategic Plan

FY 2002

October 1, 2000

August 30, 2000

The Honorable Mel Carnahan
Governor, State of Missouri
State Capitol, Room 216
Jefferson City, MO 65102

Dear Governor Carnahan:

I am pleased to present the FY 2002 Department of Public Safety Strategic Plan. As with past years, many improvements have been made.

Our biggest accomplishments this past year were the development and refinement of "action plans" for each of the strategies and the addition of the Traffic Safety issue to our plan.

Each of our divisions have an operational plan and within that plan are the "action plans" that outline what is actually being done in support of the departmental plan. These "action plans," where applicable, support the overall focus of the state in areas such as the Show-Me Results initiative.

With the addition of the Traffic Safety issue to the DPS Plan a continued focus will be placed on highway safety.

We are still working on the development of base line data to measure success. For some of the objective/objective measures, you will find some are still "under construction."

During this next planning year we are confident that with the development of "action plans" we will now be able to reduce the "under construction" areas.

In part, some of the success we had this past year is due to the assistance DPS has received from Ms. Marianne Mills and Ms. Robin Burnett with the Center for Performance and Innovation. They provided training and technical assistance to our divisions that contributed greatly to the further improvement and development of our strategic plan.

Sincerely,

Gary B. Kempker
Director

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Strategic Planning Coordinators

Division	Coordinator
Director's Office	Mr. David Rost Ms. Deborah Borchers-Ausmus Mr. Chris Egbert
Division of Fire Safety	Ms. Kim Meller Ms. Joanie Schwartze
Division of Highway Safety.....	Ms. Vicky Williams
Division of Liquor Control.....	Ms. Karen Gaut Ms. Lori Baskins
Mo. Adjutant General	Col Ken Gonzales Mr. Dennis Cruts
Mo. Capitol Police.....	Capt. Lou Tedeschi
Mo. State Emergency Management	Mr. John Tandy Mr. Dennis Mobrince Mr. Craig Rodick
Mo. State Highway Patrol	Sgt. Tim Baysinger Mr. Brent Miller Ms. Patty Carr
Mo. State Water Patrol	Major Jim Glover
Mo. Veterans Commission	Mr. Ed Hutson Mr. John Jones
Office of Administration	
Division of Budget & Planning	
Representatives.....	Ms. Denise Szala Ms. Marianne Mills

MISSOURI DEPARTMENT OF PUBLIC SAFETY

Strategic Plan

VISION (Last revised September 8, 1998)

By embracing the challenges of the future, the Department of Public Safety will be a premier leader in providing protection and service, creating a quality of life in which all people feel safe and secure.

MISSION (Last revised September 8, 1998)

The Department of Public Safety will provide a safe and secure environment for all individuals, through efficient and effective law enforcement, national defense, disaster preparedness, and service to veterans and education.

VALUES (Last revised September 8, 1998)

People:

- We believe every person should be treated with Honesty, Respect, and Courtesy.
- We believe our employees should be Professional, Ethical, Compassionate, and Caring.
- We believe our employees' Integrity and Values must be above reproach.

Process:

- We believe services should be delivered responsibly and in a manner that maximizes allotted resources.
- We believe in developing partnerships with other agencies and the community to enhance quality of life and public safety.

Performance:

- We believe in accountability, and cherish the trust the citizens of Missouri have placed in us.
- We believe in law and order, and accept the responsibilities associated with its enforcement.

CRIMES AGAINST PERSONS AND PROPERTY

1.0

Strategic Issue (What are the most significant challenges and opportunities facing the organization? Last Revised 7.14.99)

Overview

Even if you are one of the fortunate Missourians who are not victimized by a crime, it is likely that you will know someone who will be. Fear of crime guides many of our personal decisions – from where to live and whether to let our children play outside, to our views on gun control. The United States has the highest crime rate of all industrialized nations. For every 100,000 Americans, six (6) were murdered in 1998. This rate represents a seven-percent drop from the 1997 figure. (Page 42, #1)

Even with a decrease in crime nationally as well as in Missouri, the threat of being victimized continues to significantly impact Missouri citizens. Based on surveys of Missourians, crime was considered the most important social issue. Of those surveyed, 74.5 percent ranked crime as one of their top three concerns. (Page 42 #2)

Not only does crime take a physical and emotional toll on all of society; it creates a tremendous financial burden. Besides government expenditures, hundreds of billions of dollars are also spent each year on private security services, crime-prevention products, and insurance. (Page 42 #3)

In 1998 the Crime Index Offenses (murder, forcible rape, robbery, aggravated assault, burglary, theft, motor vehicle theft, and arson) reported to U.S. law enforcement agencies dropped 5.4 percent to nearly 12.5 million offenses. (Page 42 #3)

Supporting Data

In 1998 there were a total of 247,428 Crime Index Offenses reported in the state of Missouri (one Index Crime was committed every 2 minutes). This was a 4 percent decrease over 1997. (Page 42 #4)

The Missouri Crime Index is divided into two areas: crimes against persons (murder, forcible rape, robbery, and aggravated assault); and crimes against property (burglary, theft, motor vehicle theft, and arson).

Missouri's experience as it relates to crimes against persons (2.3 percent decrease from 1997):

- ◆ In 1998 it is estimated 28,054 crimes against persons occurred in the state of Missouri (this equates to one violent crime being committed every 17.5 minutes). (Page 42, #4)
- ◆ In 1998 there were an estimated 401 murders. This is a 5.4 percent decrease compared to 1997. (Page 42, #4)

- ◆ In 1998 there were an estimated 1,469 forcible rapes. This is a 2.9 percent decrease compared to 1997. (Page 42, #4)
- ◆ In 1998 there were an estimated 8,119 robberies. This is an 3.5 percent decrease compared to 1997. (Page 42, #5)
- ◆ In 1998 there were an estimated 20,029 aggravated assaults. This is a 1.7 percent decrease compared to 1997. (Page 42, #5)

Missouri's experience as it relates to crimes against property (1.1 percent increase from 1997):

- ◆ In 1998 there were 219,374 crimes against property offenses reported in the state of Missouri (this equates to one property crime being committed every 2.2 minutes). (Page 42, #5)
- ◆ In 1998 there were an estimated 47,261 burglaries. This is a .06 percent decrease compared to 1997. (Page 42, #5)
- ◆ In 1998 there were an estimated 160,298 thefts. This is a 2.8 percent increase compared to 1997. (Page 42, #5)
- ◆ In 1998 there were an estimated 24,536 motor vehicle thefts. This is an 7.5 percent decrease compared to 1997. (Page 42, #5)
- ◆ In 1998 there were an estimated 2,135 arsons. This is a 6.0 percent decrease compared to 1997. (Page 42, #5)

Summary

The Department of Public Safety (DPS) has several roles when it comes to responding to crime in the state. There is an obvious enforcement role, but in addition, there is even a larger role when it comes to preparedness, prevention, support and coordination of DPS services to county and municipal law enforcement as well as other state agencies. Departmental initiatives in these areas help Missouri law enforcement officers and agencies better do their job and contribute to the reduction of crime in the state.

Violent crimes have been decreasing since 1991, and property crimes have been increasing slowly since 1986. There are a multitude of reasons for changes in the rate of crime such as the economy, demographics, improvements in law enforcement and changes in the laws. These forces are not all inclusive.

The consequences of not addressing the public safety responsibilities associated with crimes against persons and property will result in:

- ◆ **Increased insurance rates**
- ◆ **Increased crime**
- ◆ **More Missourians injured or killed**
- ◆ **Increased cost to state and local government**

1.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

All Missouri citizens will feel safe and secure.

1.1.1 OUTCOME (What are the results or benefits for the public?)

1.1.1.1 Reduced incidence of crimes against persons.

1.1.1.2 Reduced incidence of crimes against property.

1.1.2 OUTCOME MEASURES (How will achievement of the outcomes be measured?)

1.1.2.1 Incidence of Forcible Rape

1.1.2.2 Incidence of Robbery

1.1.2.3 Incidence of Aggravated Assault

1.1.2.4 Incidence of Murder

1.1.2.5 Incidence of Theft

1.1.2.6 Incidence of Burglary

1.1.2.7 Incidence of Motor Vehicle Theft

1.1.2.8 Incidence of Arson

1.1.3 OBJECTIVE/OBJECTIVE MEASURES (What is the success or impact of agency programs or approaches?)

1.1.3.1 Increase by (percentage under construction) (base line data under construction, See p. 8) the availability and usefulness of Missouri crime statistics for use in law enforcement decision-making at all levels of government by June 30, 2004.

1.1.3.2 Increase by (percentage under construction) (base line data under construction, See p. 8) the number of Missouri communities that have eliminated at least two conditions that give rise to crime by June 30, 2004.

1.1.3.3 Decrease by 2% (12,541 to 12,290) the number of violent crimes committed by Missouri juveniles by June 30, 2004.

- 1.1.3.4** Decrease by 2% (15,953 to 15,634) the number of property crimes committed by Missouri juveniles by June 30, 2004.

1.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 1.1.4.1** Actively participate in the Governor's Safe Missourians Show-Me Results initiative pertaining to violent crimes and property crimes. (Responsibility: MSWP, MONG, DO, MCP, MSHP)
- 1.1.4.2** Develop direct, meaningful partnerships and collaborations with other state departments, Missouri law enforcement agencies, and others to help prevent violent crimes and property crimes. (Responsibility: MSWP, MSHP, MDFS, MONG, DO, MCP)
- 1.1.4.3** Seek legislation establishing the MSHP as the central repository for crime statistics to which all law enforcement agencies *must* report. (Responsibility: MSHP, MONG, DO) (*this was accomplished during the 2000 Legislative Session*)
- 1.1.4.4** Develop an integrated uniform crime reporting system (UCR) using the National Incident Based Reporting System (NIBRS), consistent with the needs of the FBI, the central repository, and subscribing law enforcement agencies, as well as a tracking system for regulatory and licensee violations. (Responsibility: MSHP, MONG)
- 1.1.4.5** Provide timely statistical crime data in a format which will accurately reflect crime trends by geographic areas and may be used for developing crime prevention strategies. (Responsibility: MSWP, MSHP, MDFS, MONG, MCP)
- 1.1.4.6** Provide criminal justice agencies complete, timely, and accurate criminal record information for the administration of criminal justice. (Responsibility: MSWP, MSHP, MONG, MCP, DO)
- 1.1.4.7** Develop crime prevention programs and brochures for, and present them to, business, social, religious, fraternal, school, and community groups throughout the state to help educate the public to their roles and responsibilities in the prevention of violent crimes and property crimes. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, MCP, MDLC)
- 1.1.4.8** Establish a foundation for crime prevention efforts within the state that will help eliminate conditions that give rise to crime. (Responsibility: MSHP, MONG, DO)
- 1.1.4.9** Develop liaisons and partnerships with citizens groups, business and others that will stimulate initiatives and involvement in the prevention of violent and property crimes. (Responsibility: MSWP, MSHP, MONG, DO, MCP)

- 1.1.4.10** Integrate additional crime prevention information in existing DPS education programs. (Responsibility: MSWP, MONG, DO)
- 1.1.4.11** Promote continuing professional education of DPS employees in crime prevention. (Responsibility: MSWP, MONG)
- 1.1.4.12** Increase public awareness of DPS Hotlines through Public Service Announcements. (Responsibility: MDFS, MONG, DO, MSHP)
- 1.1.4.13** Encourage aggressive traffic enforcement and a criminal interdiction program as a mechanism to deter and/or reduce violent crimes and property crimes. (Responsibility: MSHP, MONG)
- 1.1.4.14** Enforce state laws, rules and regulations that fall within the purview of DPS divisions that pertain to violent crimes and property crimes or incidences that would lead to these types of crimes. (Responsibility: MSWP, MDLC, DO, MCP)
- 1.1.4.15** Enhance the visible presence of DPS employees through contact with general public, and licensees, by attending and patrolling highly publicized events, as well as strategically placing employees in high crime areas. (Responsibility: MSWP, MDFS, MDLC, MONG, MCP, MSHP)
- 1.1.4.16** Provide investigative, forensic laboratory, and other support as requested, within budget, to investigate and prosecute violent crimes and property crimes. (Responsibility: MSWP, MSHP, MONG, DO, MCP)
- 1.1.4.17** Bring to bear public safety state resources to respond to natural and man-made disasters, civil disorders, and other incidences where a large segment of the public is at risk. (Responsibility: MSWP, MONG, DO, MCP, MSHP)
- 1.1.4.18** Continue to seek federal funding for the prevention, intervention, enforcement, education and adjudication of incidents involving violent crimes and property crimes. (Responsibility: MSWP, MONG, DO, MCP, MSHP)
- 1.1.4.19** Continue financial support of proven prevention, intervention, enforcement, education, and adjudication initiatives/programs aimed at reducing the incidence of violent crimes and property crimes. (Responsibility: MSWP, MONG, DO, MCP)
- 1.1.4.20** Develop base line data to support crimes against persons and property related objective/objective measures. (Responsibility: MSWP, MONG, DO, MCP)

DO - Directors Office MCP - Missouri Capitol Police MDHS - Missouri Division of Highway Safety MDFS - Missouri Division of Fire Safety MDLC - Missouri Division of Liquor Control	MSHP - Missouri State Highway Patrol MSWP - Missouri State Water Patrol MVC - Missouri Veterans Commission MONG - Office of the Adjutant General SEMA - State Emergency Management Agency
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AREAS UNDER CONSTRUCTION

- 1.1.3.1** MSHP is responsible for the state crime statistics and has hired a Uniform Crime Reporting Program manager. They are also working toward setting up a tracking system for crime statistics as indicated in 1.1.4.4.
- 1.1.3.2** DPS is in the process of developing an evaluation system that will measure the effectiveness of services provided by the department in the elimination of conditions that give rise to crime.

DRUG AND ALCOHOL RELATED DEATHS, INJURIES & CRIME

2.0

Strategic Issue (What are the most significant challenges and opportunities facing the organization? Last Revised 7.08.99)

Overview

Substance abuse has a profound effect on the state of Missouri in terms of economic and social costs. The economic cost to the state due to alcohol, drugs, and tobacco is estimated to be \$8.1 billion per year. (Page 42 #6) This includes loss of productivity due to substance abuse-related illnesses and deaths, motor vehicle crashes, fire destruction, crime, fetal alcohol syndrome, acquired immune deficiency syndrome (AIDS), and the treatment and support of those with substance abuse problems. Social costs include family conflict and breakup, low attachment to community, antisocial behavior, and lack of commitment to school or work - increasing the probability of unemployment, poverty, and homelessness. It is estimated that only 11 percent of Missourians in need of substance abuse services receive treatment. (Page 42, #7) Missouri is dealing with several substance abuse issues.

- ◆ Explosive increase in the production and use of methamphetamine
- ◆ Increased popularity of marijuana use among Missouri adolescents
- ◆ High rate of teenage smoking
- ◆ Significant numbers of Missourians driving under the influence - in particular, efforts to get chronic DUI offenders off the roads in the state
- ◆ Significant number of substance abusers who become part of the correctional population
- ◆ Widespread occurrence of alcoholism in the state

Supporting Data

In 1998 there were 277 persons killed in vehicle crashes in Missouri where alcohol was involved compared to 242 in 1997. (Page 42, #8)

The number of methamphetamine lab seizures has increased 25 percent with 922 labs seized in 1998 -- up from the 740 labs in 1997. In 1992 there were only three labs seized. (Page 42, #9)

Although the Department of Public Safety does not have a direct responsibility, there are many other slower forms of death caused by drugs and alcohol that are equally as devastating.

- ◆ In 1998 Missouri had 184 deaths from alcohol-related cirrhosis compared to 154 in 1993. (Page 42, #10)

What does this all mean to Missourians in terms of dollars? According to the U.S. Census bureau, Missouri has 2,089,000 households. (Page 42, #11) The total price tag for drug, tobacco and

alcohol abuse in 1998 was estimated at \$8.1 billion, resulting in an average annual cost of approximately \$1,780 per household. (Page 42, #12) This figure does not take into consideration the personal and emotional cost to those effected by drug and alcohol abuse. (Page 42 #8)

Summary

The Department of Public Safety must take a proactive role in enforcement of drug and alcohol laws, as well as help coordinate support services for the prevention of drug and alcohol abuse. All that can be done should be done to reduce the deaths caused from drugs and alcohol.

The consequences of not addressing the public safety responsibilities associated with drug and alcohol abuse will result in:

- ◆ More deaths
- ◆ Increase in crime
- ◆ Increase in insurance rates
- ◆ More people in drug and alcohol rehabilitation
- ◆ Increase cost to law enforcement
- ◆ More people in the judicial system
- ◆ Increased prison population
- ◆ Deterioration of the family
- ◆ Increased cost to employers
- ◆ Increase cost to taxpayers

2.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

Missouri will be free from the ill effects of illegal drugs and alcohol.

2.1.1 OUTCOME (What are the results or benefits for the public?)

- 2.1.1.1 Decreased deaths and injuries related to drugs and alcohol.
- 2.1.1.2 Decreased alcohol and drug related crimes.

2.1.2 OUTCOME MEASURES (How will achievement of the outcomes be measured?)

- 2.1.2.1 Alcohol involved fatal crashes
- 2.1.2.2 Alcohol involved injury crashes
- 2.1.2.3 Alcohol involved boating fatalities
- 2.1.2.4 Alcohol involved boating injuries
- 2.1.2.5 Drug involved fatal crashes
- 2.1.2.6 Drug involved injury crashes
- 2.1.2.7 Drug involved boating fatalities

2.1.2.8 Drug involved boating injuries

2.1.3 OBJECTIVE/OBJECTIVE MEASURES (What is the success or impact of agency programs or approaches?)

- 2.1.3.1** Increase by 5% (from 4,305.4 lbs. to 4,520.7 lbs.) the amount of illegal drugs seized prior to entering the state by June 30, 2004.
- 2.1.3.2** Decrease by 5% (from 22% to 17%) the amount of marijuana taken by Missouri youth in grades 9-12 by June 30, 2004.
- 2.1.3.3** Decrease by 2% (from 6% to 4%) the amount of cocaine taken by Missouri youth in grades 9-12 by June 30, 2004.
- 2.1.3.4** Decrease by 5% (from 18% to 13%) the amount of other illegal drugs taken by Missouri youth in grades 9-12 by June 30, 2004.
- 2.1.3.5** Increase by 5% (from 483 to 507) the number of met labs shut down by June 30, 2004.
- 2.1.3.6** Increase by 5% (from 526 to 552) the number of meth labs reported to law enforcement by non-law enforcement personnel by June 30, 2004.
- 2.1.3.7** Increase by (percentage under construction) (base line data under construction, see p. 14) the number of meth labs shut down where there are no injuries to responding personnel by June 30, 2004.
- 2.1.3.8** Decrease by 50% (from 15 to 7.5) the number of drug-related vehicle fatalities in all Class1 Charter and all Class 1 Non-chartered Counties by June 30, 2004.
- 2.1.3.9** Decrease by 50% (from 297 to 148.5) the number of drug-related vehicle injuries in all Class 1 Charter and all Class 1 Non-chartered Counties by June 30, 2004.
- 2.1.3.10** Decrease by 50% (from 137 to 68.5) the number of alcohol-related vehicle fatalities in all Class 1 Charter and all Class 1 Non-chartered Counties by June 30, 2004.
- 2.1.3.11** Decrease by 50% (from 3,588 to 1,794) the number of alcohol-related vehicle injuries in all Class 1 Charter and all Class 1 Non-chartered Counties by June 30, 2004.
- 2.1.3.12** Decrease by 50% (from 4 to 2) the number of alcohol-related boating fatalities at the Lake of the Ozarks and Table Rock Lake by June 30, 2004.
- 2.1.3.13** Decrease by 50% (from 51 to 25.5) the number of alcohol-related boating injuries at the Lake of the Ozarks and Table Rock Lake by June 30, 2004.

2.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 2.1.4.1** Actively participate in the Governor's Safe Missourians Show-Me Results initiative pertaining to drug and alcohol related deaths. (Responsibility: MSWP, MDFS, MDLC, MONG, DO, MCP, MDHS, MSHP)
- 2.1.4.2** Provide timely statistical data in a format which will accurately reflect crime trends by geographic areas and may be used for developing drug and alcohol crime prevention strategies. (Responsibility: MSWP, MSHP, MDFS, MCP, MDHS)
- 2.1.4.3** Provide criminal justice agencies complete, timely, and accurate criminal record information for the administration of criminal justice. (Responsibility: MSWP, MSHP, MCP, MDHS, DO)
- 2.1.4.4** Develop crime prevention programs and brochures for, and present them to, business, social, religious and fraternal entities, schools, and community groups throughout the state to help educate the public of their roles and responsibilities in prevention of drug and alcohol abuse and deaths. (Responsibility: MSWP, MSHP, MDFS, MDLC, MONG, DO, MCP, MDHS)
- 2.1.4.5** Develop direct, meaningful, partnerships and collaborations with other state departments, Missouri law enforcement agencies, citizens groups, business and others to stimulate initiatives and involvement in the prevention of drug and alcohol related deaths. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, MCP, MDHS)
- 2.1.4.6** Promote continuing professional education of DPS employees in the area of drug and alcohol abuse and deaths. (Responsibility: MSWP, MDLC, MONG, MCP, MDHS, MSHP)
- 2.1.4.7** Increase public awareness of the ills of drugs and alcohol through public service announcements. (Responsibility: MSWP, MONG, DO, MDHS, MSHP)
- 2.1.4.8** Encourage aggressive drug and alcohol related traffic enforcement and a criminal interdiction program as a mechanism to deter and/or reduce drug and alcohol related criminal activity. (Responsibility: MSWP, MSHP, MCP, MDHS)
- 2.1.4.9** Enforce state laws, rules and regulations that fall within the purview of DPS divisions that pertain to drugs and alcohol, or incidences that would lead to these type of crimes. (Responsibility: MSWP, MDLC, MONG, DO, MCP)

- 2.1.4.10** Enhance the visible presence of DPS employees through contact with general public, and licensees, by attending and patrolling highly publicized events, as well as strategically placing employees in areas where the abuse of drugs or alcohol is possible. (Responsibility: MSWP, MDLC, MONG, MCP, MSHP)
- 2.1.4.11** Provide investigative, forensic laboratory and other support as requested, within budget, to investigate and prosecute drugs and alcohol related crimes. (Responsibility: MSWP, MSHP, DO, MCP)
- 2.1.4.12** Utilize DPS poster and billboard campaign to increase awareness of drug and alcohol abuse. (Responsibility: MSWP, MONG)
- 2.1.4.13** Continue to seek federal funding for the prevention, intervention, enforcement, education and adjudication of incidents involving drug and alcohol abuse and deaths. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MDHS, MSHP)
- 2.1.4.14** Continue financial support of proven prevention, intervention, enforcement, education, and adjudication initiatives/programs aimed at reducing the incidence of drug and alcohol related abuse and death. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MDHS, MSHP)
- 2.1.4.15** Develop baseline data to support drug and alcohol related objective/objective measures. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MDHS)

DO - Directors Office
MCP - Missouri Capitol Police
MDHS - Missouri Division of Highway Safety
MDFS - Missouri Division of Fire Safety
MDLC - Missouri Division of Liquor Control

MSHP - Missouri State Highway Patrol
MSWP - Missouri State Water Patrol
MVC - Missouri Veterans Commission
MONG - Office of the Adjutant General
SEMA - State Emergency Management Agency

AREAS UNDER CONSTRUCTION

- 2.1.3.7** DPS is exploring the development of a standardized form to be issued to all emergency response agencies to be completed and returned to a designated central repository, if an injury occurs at the site of a methamphetamine laboratory.

FAMILY VIOLENCE

3.0

Strategic Issue (What are the most significant challenges and opportunities facing the organization? Last Revised 7.14.99)

Overview

Family violence is abuse that occurs within a close personal family relationship and is used as a means of exercising power and control over another person. When it occurs within the family unit, it affects all members and typically takes form in spouse abuse, child abuse, and/or elder abuse.

Family violence victimizes people in the one place where they should expect to find only security, love, and acceptance – not violence.

Family violence knows no social or economic boundaries. It is manifested in all social groups, races, occupations, religious groups, economic levels, and ages.

Family violence is believed to be the most common, yet least reported crime in the United States. This is evidenced in Missouri by the following:

Supporting Data

Domestic Violence

- ◆ The Missouri State Highway Patrol Criminal Records Division reported that in 1998, 43,318* domestic violence incidents were reported to law enforcement agencies. The FBI estimates, however, that one in ten battered women call for police assistance. If only ten-percent of the women in Missouri in 1998 reported the incident to law enforcement, it can be estimated that ten-times that number or over 433,180 women were abused in Missouri in 1998. Domestic violence is believed to be the most common, yet the least reported, crime in the United States. (Page 42, #13)
- ◆ According to the American Medical Association, nearly 25% of all American women, more than 12 million, will be abused by a current or former partner at some point in their lives. Using 1990 Missouri census data, there were 2,652,510 females in Missouri. Based on that 25% figure, more than 663,000 women in Missouri have been the victims of family violence. (Page 42, #14)
- ◆ A survey of hospital emergency rooms documented that nearly 20-35% of the women receiving emergency medical services are a victim of family violence. (Page 42, #15)

Child Abuse

- ◆ During Calendar Year 1998, the Child Abuse/Neglect Hotline Unit received 48,119 reports of child abuse/neglect, involving 75,178 children. (Page 42, #16) Child abuse continues to be an alarming family violence issue for Missouri families. (Page 42 #10)

Elder Abuse

- ◆ In 1900 persons 65 years or older in the United States, numbered 3.1 million. The over-65 population estimated at 34.7 million in the year 2000 (representing approximately 13% of the population) is projected to increase to 62 million 2025. (Page 42, #17)
- ◆ In FY 1999 there were 11,209 initial reports of abuse, neglect and exploitation of the elderly. In FY 1998 there were 10,833. (Page 42, #18)

Summary

The Department of Public Safety, along with several other state departments, is charged with the prevention and reduction of family violence. The family is the nucleus of society and all that can be done should be done to insure violence does not destroy the fabric of society.

The consequences of not addressing the public safety responsibilities associated with family violence will result in:

- ◆ **Increase in crimes against persons**
- ◆ **Further deterioration of the family unit**
- ◆ **Increased insurance rates**
- ◆ **Further mental anguish**
- ◆ **Additional criminal justice costs**

3.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

Missourians have a safe family environment.

3.1.1 OUTCOME (What are the results or benefits for the public?)

3.1.1.1 Reduced incidences of family violence.

3.1.2 OUTCOME MEASURES (How will achievement of the outcomes be measured?)

- 3.1.2.1** Incidence of domestic violence
- 3.1.2.2** Incidence of elder abuse
- 3.1.2.3** Incidence of child abuse

3.1.3 OBJECTIVE/OBJECTIVE MEASURES (What is the success or impact of agency programs or approaches?)

- 3.1.3.1** Increase by (percentage under construction) (base line data under construction, see p. 19) the availability and usefulness of Missouri family violence crime statistics for use in law enforcement decision-making at all levels of government by June 30, 2004.
- 3.1.3.2** Increase by 50% (from 4 organizations to 8 organizations) the partnerships and collaborations that reduce the incidence of family violence by June 30, 2004.
- 3.1.3.3** Decrease by 10% (from 27,489 to 24,740.1) the number of domestic violence incidents within all Class 1 Charter and Class 1 Non-charter counties by June 30, 2004.
- 3.1.3.4** Decrease by 10% (from 25.0% to 15.0%) the valid number of elder abuse and neglect crimes committed in state-licensed and/or state-certified care facilities by June 30, 2004.
- 3.1.3.5** Decrease by 10% (from 35.1% to 25.1%) the number of child abuse crimes committed by individuals ages 29 and under by June 30, 2004.

3.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

(Family violence includes domestic violence, elder abuse and child abuse)

- 3.1.4.1** Actively participate in the Governor's Safe Missourians Show-Me Results initiative pertaining to family violence. (Responsibility: MSWP, DO, MCP)
- 3.1.4.2** Develop direct, meaningful, partnerships and collaborations with other state departments, Missouri law enforcement agencies, citizens groups, business, and others to stimulate initiatives and involvement in the prevention of family violence. (Responsibility: MSWP, MSHP, DO, MCP)
- 3.1.4.3** Develop a measurement system to account for reported incidences of family violence. (Responsibility: MSWP, MSHP, MCP, MSHP)

- 3.1.4.4** Develop crime prevention programs and brochures for, and present them to, state agencies, business, social, religious, and fraternal entities, schools, and community groups throughout the state to help educate them about family violence and their role and responsibility in the prevention of family violence. (Responsibility: MSWP, DO, MCP)
- 3.1.4.5** Promote continuing professional education of DPS employees in the area of family violence prevention. (Responsibility: MSWP, MCP, MSHP)
- 3.1.4.6** Insure that DPS employees responsible for the investigation of family violence cases are properly trained in the investigation, recognition, and reporting of such crimes. (Responsibility: MSWP, MCP)
- 3.1.4.7** Enforce state laws, rules and regulations that fall within the purview of DPS divisions that pertain to family violence, or incidences that would lead to this type of crime. (Responsibility: MSWP, MDLC, MCP, DO)
- 3.1.4.8** Provide investigative, forensic laboratory, and other related support as requested, within budget, to investigate and prosecute crimes related to family violence. (Responsibility: MSWP, MSHP, DO, MCP)
- 3.1.4.9** Continue to seek federal funding for the prevention, intervention, enforcement, education and adjudication of incidents involving family violence. (Responsibility: DO, MCP, MSHP)
- 3.1.4.10** Continue financial support of proven prevention, intervention, enforcement, education, and adjudication initiatives/programs aimed at reducing the incidence of family violence. (Responsibility: DO, MCP)
- 3.1.4.11** Develop baseline data to support family violence related objective/objective measures. (Responsibility: MSWP, DO, MCP)

DO - Directors Office MCP - Missouri Capitol Police MDHS - Missouri Division of Highway Safety MDFS - Missouri Division of Fire Safety MDLC - Missouri Division of Liquor Control	MSHP - Missouri State Highway Patrol MSWP - Missouri State Water Patrol MVC - Missouri Veterans Commission MONG - Office of the Adjutant General SEMA - State Emergency Management Agency
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AREAS UNDER CONSTRUCTION

- 3.1.3.1** DPS is looking to develop a collaborative relationship with other state agencies that generate statistics on family violence. The goal is to combine this data into one base line data measurement.

DISASTER PREPAREDNESS

4.0

Strategic Issue (What are the most significant challenges and opportunities facing the organization? Last revised 7.14.99)

Overview

Missourians are at risk from natural and man-made disasters. These hazards include flooding, earthquakes, tornadoes, hazardous materials incidents, major fires and terrorism.

The physical safety of Missourians and our visitors is a primary mission of the Department of Public Safety. The department recognizes that, in order to successfully accomplish this mission, it has a key responsibility of preparing the public for the natural and man-made emergencies/disasters they are most likely to encounter. To that end, the Department of Public Safety - through SEMA - seeks to organize the resources of State and local government, in joint partnership with volunteer agencies and the private sector and to provide assistance in preparedness, response, recovery and mitigation efforts focused on potentially disastrous events.

The potential disasters we face are as varied as the citizens we serve. They primarily fall into two categories: natural events and man-made events. The natural events include such things as tornadoes and severe storms, floods, severe winter weather, drought, fires, heat wave and earthquakes. The man-made events include such things as dam failures, utility interruptions/failures, fires, nuclear power plant events, hazardous materials events, mass transportation accidents, civil disorder, terrorism and attacks (conventional and others).

Failure to adequately prepare for, and militate against, these potential disasters will impair response and recovery efforts. This is not acceptable given the following:

Supporting Data

- ◆ Missouri suffers the loss of life and property damage from an average of twenty-six (26) tornadoes per year. (Page 42, #19)
- ◆ The last major earthquake in Missouri (6.7 Richter magnitude) occurred on October 31, 1895 (102 years ago). The repeat interval for this size earthquake is 45 - 85 years. The probability of an earthquake of a 6.0 magnitude (on the Richter scale) is projected between 86-97% by the year 2035. In comparison, on January 17, 1994, a 6.8 Richter magnitude earthquake rocked Northridge, California causing 60 deaths and over \$30 billion in damage. The following year, Kobe, Japan, suffered a 6.9 Richter scale magnitude earthquake that killed over 5,500 people and caused \$147 billion in direct damage.
- ◆ Missouri property losses from fires in recent years have averaged some \$50 million annually, according to the Missouri Fire Incident Reporting System.

- ◆ Since 1990 (including the floods) Missouri has had 10 Presidential Declarations and 15 Governor's State of Emergency Declarations. (Page 42, #20)
- ◆ The Hazardous Substances Emergency Events System (HSEES) recorded three hundred forty one (341) hazardous substances emergency events between October 1, 1995 and September 30, 1996.
- ◆ Flash floods are the number one weather killer. During the record 1993 floods, flash flooding accounted for 35 of the 49 total flood deaths or 71% of the flooding fatalities that year.
- ◆ As a result of the 1993, 1994, and 1995 flood events, the Federal Insurance Administration paid property loss claims to Missouri residents in excess of \$251 million.
- ◆ Total estimated property losses from the 1993 flooding alone have been estimated to exceed \$3 billion. This includes over \$145 million in Federal Public Assistance funding to repair roads, bridges and other public properties.
- ◆ The 1993, 1994 and 1995 flood events caused in excess of 41,000 persons to seek Federal assistance.
- ◆ As a result of disasters from 1993 to 1998, private and voluntary agencies have expended over \$55 million in disaster relief in Missouri.

The consequences of not addressing the public safety responsibilities associated with disaster preparedness will result in:

- ◆ **Additional loss of life and property**
- ◆ **Lack of coordination of emergency services**
- ◆ **Longer recovery time from disasters**
- ◆ **Citizens not prepared to react to disasters**
- ◆ **Loss of public confidence**

4.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

Reduce human suffering and the financial cost caused by disasters.

4.1.1 OUTCOME (What are the results or benefits for the public?)

- 4.1.1.1** Missouri citizens and state government jointly reduces the impact of disaster through enhanced mitigation, preparedness, response and recovery programs.

4.1.2 OUTCOME MEASURES (How will achievement of the outcomes be measured?)

4.1.2.1 Percent of Missourians prepared for disasters

4.1.2.2 State government's readiness to respond to disasters

4.1.3 OBJECTIVE/OBJECTIVE MEASURES (What is the success or impact of agency programs or approaches?)

4.1.3.1 Increase by 2 percent (from 4.394 million to 4.482 million) the number of Missourians living in jurisdictions that actively participate in Disaster Preparedness and Recovery programs by June 30, 2004.

4.1.3.2 Maintain the active level of participation (base line data under construction, see p. 24) by Missouri State Agencies in Disaster Preparedness and Recovery Programs by June 30, 2004.

4.1.3.3 Increase by 4 percent (from 529 to 551) the number of jurisdictions in flood hazard areas that participate in the National Flood Insurance Program by June 30, 2004.

4.1.3.4 Increase by 2 percent (from 89 to 91) the number of jurisdictions in the state, which actively participate in hazardous materials incident contingency planning and hazardous materials exercises by June 30, 2004.

4.1.3.5 Increase by 3 percent (from 2,530 to 2,605) the number of local responders, state agencies, and other organizations who participate in Terrorism Awareness and Basic Response by June 30, 2004.

4.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

4.1.4.1 Conduct disaster assistance programs, emergency management training and comprehensive community exercise program for key officials in state and local governments, volunteer organizations, and the private sector to better respond to and recover from emergencies and disasters. (Responsibility: SEMA, MONG)

4.1.4.2 Assist cities, counties and state agencies in developing or revising local all-hazard emergency operations plans or community all hazard mitigation plans. (Responsibility: MCP, SEMA, MONG)

4.1.4.3 Maintain the State Emergency Operations Plan, in cooperation with responding/supporting Missouri State Government agencies. (Responsibility: SEMA, MONG)

4.1.4.4 Participate in federal programs to help communities become more resistant to the impact of disasters, and reduce the number of structures at risk from disasters in the State of Missouri. (Responsibility: SEMA, MONG)

- 4.1.4.5** Provide technical assistance to communities regarding the National Flood Insurance Program (NFIP), and increase community awareness/participation in NFIP. (Responsibility: SEMA)
- 4.1.4.6** Implement the Missouri Seismic Safety Commission’s Strategic Plan for Earthquake Safety in Missouri. (Responsibility: SEMA, MONG)
- 4.1.4.7** Provide technical assistance to all levels of Missouri Government and the private sector in applying advanced technologies for communications, warnings, and the dissemination of emergency information. (Responsibility: SEMA, MONG)
- 4.1.4.8** Provide training to local and state agencies in the management of the consequences of terrorism. (Responsibility: SEMA, MONG, MSHP)
- 4.1.4.9** Develop and maintain a statewide hazardous material training and exercise program, which includes public/private partnerships. The comprehensive program will develop necessary skills and capabilities for haz-mat first responders in a wide range of incidents, including handling weapons of mass destruction and chemical and radiological hazards. (Responsibility: SEMA, MONG, MDFS, MSHP)
- 4.1.4.10** Enhance Missouri’s effectiveness in coordinating human service agencies and voluntary service agencies with those of Missouri State Government. (Responsibility: SEMA, MDFS)
- 4.1.4.11** Establish an All-Hazard Mitigation Team to include members from the federal government, state agencies, and the private sector. (Responsibility: SEMA, MONG)
- 4.1.4.12** Increase the number of law enforcement personnel participating in Overhead Team and advanced response and rescue training. (Responsibility: MSWP, MDFS)
- 4.1.4.13** In major disasters and emergencies, DPS Divisions will provide staff support for emergency public information activities, as needed. (Responsibility: DO, MDLC, SEMA, MSWP, MONG, MSHP, MDFS, MSHP)

DO - Directors Office
MCP - Missouri Capitol Police
MDHS - Missouri Division of Highway Safety
MDFS - Missouri Division of Fire Safety
MDLC - Missouri Division of Liquor Control

MSHP - Missouri State Highway Patrol
MSWP - Missouri State Water Patrol
MVC - Missouri Veterans Commission
MONG - Office of the Adjutant General
SEMA - State Emergency Management Agency

AREAS UNDER CONSTRUCTION

- 4.1.3.2** DPS is in the process of developing base line data that will determine the number of Missouri state agencies, which currently participate in Disaster Preparedness and Recovery programs.

DEPARTMENTAL MANAGEMENT AND OPERATION

5.0

Strategic Issue (What are the most significant challenges and opportunities facing the organization? Last Revised 9.29.99)

Overview

Departmental Efficiency and Effectiveness

The Department of Public Safety (DPS) must strive to become more efficient and effective to meet the ever-increasing demands placed on the department, as well as its overall objectives. Efficiency is the best possible use of time, money, and resources. Effectiveness is the accomplishment of the proper goals. The success of DPS depends on accomplishing the right objectives without wasting time, money, or resources.

The Department of Public Safety consists of ten divisions. Many of the problems and issues facing the department have an overarching impact for all of the divisions, whether they have a public safety focus or not. There are many areas for collaboration among the divisions, as well as with other public and private entities. Good collaborations have proven to be another means of reduced cost, hence enabling DPS to provide better services to Missourians.

Continual review and assessment should be made of core budgets, as well as new decision items to insure services are being delivered in the most efficient and effective manner. This requires setting performance standards and objectives, analyzing how well activities and results compare against the standards, correcting performance, altering standards, or acting to take advantage of opportunities. DPS services must be administered in a manner that will maximize its available resources.

Advancements in technology have had a significant impact on methods used to deliver services to Missouri law enforcement and the public. The Department of Public Safety provides information services from the Federal Bureau of Investigation and Criminal Justice Information Service to local, state, and federal criminal justice users. Interoperability between computer systems is necessary to exchange criminal justice information in a timely and efficient manner. As the amount and types of information received, processed, stored, and disseminated increases and the number of agencies or participants increases, the Missouri Department of Public Safety will be required to keep pace with the demand for timely delivery of high quality information services.

The Internet has significantly changed the way that the State of Missouri serves its citizens. Opportunities exist to streamline existing processes, reduce paperwork, and make delivery of services to our citizens more efficient and customer focused. The mechanism for delivering services to our customers via the Internet or other electronic means is commonly referred to as E-Government. Public Safety must actively investigate potential applications for E-Government where practical.

In day to day operations, natural disasters or multi-jurisdictional incidents affecting public safety, it is the responsibility of the Department of Public Safety to coordinate emergency management and law enforcement efforts in the State of Missouri. The Department of Public Safety must have communications systems capable of reliable and effective communications with its agencies and other public safety and law enforcement entities in the state.

Supporting Data

- ◆ DPS is responsible for in excess of 200 public safety related mandates, not counting the many other duties, responsibilities and services offered by the agency. It continues to be a challenge to properly manage and respond to this many mandates within current financial, equipment and human resource allocations. The world is becoming more complex and violent by the minute. DPS is being looked to for even more help, guidance, and protection by the citizens of Missouri. (Page 42 #21)
- ◆ The diversity of DPS divisions has always been a problem for the department. The task has always been to improve the lack of collaboration and communications among the divisions. The collaboration and communication problem has resulted in duplication of services, confusion, and anxiety among the divisions at many different levels of the organization. In some cases this has resulted in lower productivity; hence, diminished products or services being provided to the citizens of Missouri. (Page 42 #22)
- ◆ Not all products and services can be provided by the state. There needs to be a coordinated effort by the divisions of DPS in the pursuit of partnerships with other public and private entities. The lack of these cooperative efforts will result in the lowering of the quality and quantity of products or services provided by DPS. (Page 42 #22)
- ◆ DPS and its divisions currently does not have a standardized review process for the identification of waste and inefficiency within the department, nor a mechanism to identify best practices and programs that are meeting the needs of the customer. The ability to assess the proper utilization of the core budget becomes paramount when considering the FY 2001 budget for DPS was in excess of 315 million dollars. (Page 42 #23)
- ◆ The Department of Public Safety like most state agencies is working hard to implement new technology in an acceptable time frame.

Because of our commitment to maintaining existing systems, and maintaining compatibility with our customers systems we are not always able to reallocate technical resources as required.

The introduction of personal computers and related equipment has created a substantial need for hardware and software support. The industry recommended support ratio for PCs and related devices is one support staff person for every 25 users and devices. The current ratio in the Department of Public Safety is approximately 1 to 100. These factors make the task of investigating and implementing new technology a challenge.

The procurement of new technology represents a substantial part of Public Safety's budget resources. Although our technology plan outlines a comprehensive replacement schedule,

we are striving to update our current inventory of technology at a rate that will allow us to achieve a consistent level of technology for our customers. Complicating this situation is that computer technology is advancing at such a rate that the typical personal computer will become obsolete in less than two years. We would normally expect to capitalize equipment over a three to five year period. Currently we maintain nearly 500 “green screen” or dumb terminal devices in our current inventory.

- ◆ The introduction of Internet technologies represents a significant change in the way the public interacts with State government. Payments, transactions and customer inquiries can be made on-line. The move from the traditional computer programs to customer applications accessible over the Internet represents a huge paradigm shift in software development technology. Traditional software applications are not designed to be accessed directly by customers and usually rely on paper-based records and the assistance of customer support personnel to complete transactions. Programming languages and hardware allow for very sophisticated custom-built software applications. The type of computers used and operating environment are controlled and the physical and electronic security prevent unauthorized access to programs and data.

Internet based applications can be accessed from anywhere in the world. The Web is an uncontrolled, decentralized network and no assumptions can be made about a customer’s software or hardware. Internet based applications must be accessed through an Internet browser. An E-Government application must support many of the popular Web browser’s available today, and older browsers, which support different levels of the Internet standard. Internet based applications are a mix of programming languages. Some display information in a graphical format, some handle input and output of data and some store that data in a secure and reliable fashion. Browser based software is limited in its functionality, and because of the unreliable nature of the Internet, special provisions must be made for sending and receiving data.

At this time the Department of Public Safety currently has a limited E-Government presence. Although the department has been active in the development of customer oriented Web sites, most of this activity centers around static content that is changed infrequently. Some information searching is available, but is limited in scope. Forms are available for download, but they must be printed and forwarded via mail.

E-government development will require significant re-training and review of personnel allocation. The complexities of Web development require personnel who can dedicate themselves to learning the new skills required, and have adequate time for the analysis, design and development of E-Government and Internet based applications. The requirement to maintain existing non-Internet systems, and the extensive differences in technology will be a challenge for IT personnel.

The DPS technology plan identifies 71 information technology projects that are in direct support of our operational and strategic plans. There is a backlog of 48 applications that are identified in the department’s project plan, but have not been assigned to personnel. This places a significant restraint on resources to pursue E-Government initiatives.

- ◆ Reliable radio communications are vital to the delivery of public safety services to the citizens of Missouri. The Department of Public Safety does not have an integrated communications system capable of dependably sustaining continuous and comprehensive communications statewide, and instead maintains several disparate and disjointed systems with some common areas of overlap. The Department of Public Safety is therefore limited in its ability to coordinate law enforcement, emergency and other traffic with the existing communications system, and is limited in its ability to communicate with other public safety and law enforcement agencies in the state.

5.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

Missourians will be provided high quality, low cost, and public safety services.

5.1.1 OUTCOME (What are the results or benefits for the public?)

5.1.1.1 Quality, public safety services delivered at the lowest possible cost.

5.1.1.2 Timely access to complete and accurate information.

5.1.2 OUTCOME MEASURES (How will achievement of the outcomes be measured?)

5.1.2.1 Ratio of State Operating Expenditures to Missouri Personal Income

5.1.2.2 Incidence of Crimes Against Persons and Property

5.1.2.3 Incidence of Family Violence

5.1.2.4 Incidence of Drug and Alcohol Related Deaths

5.1.2.5 Disaster Preparedness

5.1.2.6 Performance Audits

5.1.2.7 Compliance Review

5.1.2.8 Quality Assurance Audits

5.1.2.9 Internal/External Customer Feedback

5.1.3 OBJECTIVE/OBJECTIVE MEASURE (What is the success or impact of agency programs or approaches?)

5.1.3.1 Increase by (percentage under construction) (base line data under construction, see p. 36) the number of DPS core budget redirects by June 30, 2004.

5.1.3.2 Reduce by (percentage under construction) (base line data under construction, see p. 36) the number of duplicated services within DPS by June 30, 2004.

5.1.3.3 Increase by (percentage under construction) (base line data under construction, see p. 36) the cost savings as a result of partnerships/collaborations and other public safety initiatives by June 30, 2004.

5.1.3.4 Decrease by (percentage under construction) (base line data under construction see p. 36) the amount of time it takes to respond to requests for information.

5.1.3.5 Decrease by 100% (from 5 to 0) the number of NCIC policy violations.

- 5.1.3.6** Decrease by (percentage under construction) (base line data under construction see p. 36) the amount of time to make information available.

5.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 5.1.4.1** Maintain or employ up-to-date technology and equipment that will improve performance and customer service. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP)
- 5.1.4.2** Provide expanded training as well as cross training of department personnel in order to achieve broader areas of technical expertise. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MCP)
- 5.1.4.3** Scrutinize all travel and training requests to determine how, and to what extent, attendance will benefit the respective division. (Responsibility: MSWP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP, MSHP)
- 5.1.4.4** Update departmental web sites on a consistent basis. (Responsibility: MSWP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP, MSHP)
- 5.1.4.5** Adopt and implement a uniform quality directed management focus. (Responsibility: MDLC, MONG, DO, MVC, MCP, MSHP)
- 5.1.4.6** Maintain the optimal number of personnel. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP)
- 5.1.4.7** Look for the opportunities for the redirection of moneys to new or highly successful programs or initiatives. (Responsibility: MSWP, MDLC, MONG, DO, SEMA, MDHS, MCP, MSHP)
- 5.1.4.8** Continuously review programs and initiatives for efficiency and effectiveness. (Responsibility: MSWP, MDFS, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP, MSHP)
- 5.1.4.9** Evaluate all core budget requests prudently to determine relevancy and necessity. (Responsibility: MSWP, MDFS, MDLC, MONG, DO, MDHS, MVC, MCP, MSHP)
- 5.1.4.10** Develop a long-range capital improvement plan to accommodate present and future growth. (Responsibility: MSWP, MSHP, MONG, DO, SEMA, MVC, MCP)
- 5.1.4.11** Continue to look for the establishment of partnerships with federal, state, and local law enforcement agencies, as well as DPS customers. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP)
- 5.1.4.12** Establish data processing sharing of electronic information. (Responsibility: MSWP, MDFS, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP, MSHP)

- 5.1.4.13** Determine resource requirements and potential sources for funding and/or support of community projects. (Responsibility: MSWP, MONG, SEMA, MDHS, MVC, MCP, MSHP)
- 5.1.4.14** Monitor organizational processes and outcomes. (Responsibility: MSWP, MDLC, MONG, DO, MDHS, MVC, MCP, MSHP)
- 5.1.4.15** Develop base line data to support management and operational related objective/objective measures. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MSHP, MDHS)

Overview

Customer Service

The Department of Public Safety (DPS) is responsible for meeting increasingly complex, diverse and changing customer needs. Customer service has been defined as a top priority by the department. Providing customer focus requires the elimination of hierarchical tiers of responsibility in order to respond directly and quickly to customers' needs. Employee initiative must become the order of the day. Serving the customer must become a front-line responsibility.

Supporting Data

- ◆ DPS has a very diverse customer base ranging from Missouri citizens and interest groups to the Federal Government and, in some cases, international entities. The lack of information from the customers' point of view on what their public safety needs, expectations, and wants are, has an adverse effect on the quality of service provided by DPS. In this era of cutbacks and downsizing in state government, fewer people are required to do more each day. Public Safety must adjust and realize the value of quality customer service and make concerted efforts to address the customer service issue.

5.2 GOAL (In what direction does the agency want to move to address the strategic issue?)

High quality customer service.

5.2.1 OUTCOME (What are the results or benefits for the public?)

5.2.1.1 DPS customers are pleased with the service received.

5.2.2 OUTCOME MEASURES (How will success be measured?)

- 5.2.2.1** External Customer Survey Results
- 5.2.2.2** Customer Feedback

5.2.3 OBJECTIVE/OBJECTIVE MEASURES (How much will be accomplished and how will progress be measured?)

- 5.2.3.1** Increase by (percentage under construction) (base line data under construction, see p. 36) the partnerships and collaborations that improve services to Missourians by June 30, 2004.
- 5.2.3.2** Increase by (percentage under construction) (base line data under construction, see p. 36) the level of external customer satisfaction with the services provided by DPS by June 30, 2004.
- 5.2.3.3** Increase by (percentage under construction) (base line data under construction, see p. 36) Missouri citizens' understanding of public safety issues affecting their lives and property by June 30, 2004.
- 5.2.3.4** Increase by (percentage under construction) (base line data under construction, see p. 36) the number of employee performance evaluations that contain a customer focused performance expectation where there is a rating of successful or better by June 30, 2004.

5.2.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 5.2.4.1** Develop processes that will reduce or eliminate the customer related, bureaucratic red tape that is customarily associated with governmental processes. (Responsibility: MSWP, MDLC, MONG, DO, MCP, SEMA, MSHP, MDHS)
- 5.2.4.2** Provide customer service training to employees. (Responsibility: MSWP, MONG, DO, MCP, MVC, MSHP, MDHS)
- 5.2.4.3** Enhance educational materials and training for DPS customers. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MVC, MSHP, MDHS)
- 5.2.4.4** Conduct periodic customer service satisfaction surveys and develop strategies to address areas of concern. (Responsibility: MSWP, MSHP, MDFS, MDLC, MONG, DO, MCP, MVC, MDHS)
- 5.2.4.5** Develop public information materials and campaigns that appeal to the needs of the customer. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, MCP, MVC, MDHS)
- 5.2.4.6** Conduct benchmarking projects. (Responsibility: MONG, MCP, MVC, MSHP, MDHS)
- 5.2.4.7** Market the customer-related services DPS provides. (Responsibility: MSWP, MDLC, MONG, DO, MCP, MVC, MSHP, MDHS)

- 5.2.4.8** Emphasize customer service within employee performance evaluations.
(Responsibility: MSWP, MDLC, MONG, DO, MCP, MSHP, MDHS)

Overview

Employee Retention, Departmental Diversity and Procurement Procedures

One of the Department of Public Safety's (DPS) greatest challenges is finding good people, integrating their efforts into the organization's activities, and guiding them so that they contribute to the accomplishment of the department's goals. The quality of products and services provided by DPS is dependent on attracting and retaining a high quality workforce. The competitive nature of the employment market is making it more challenging to maintain the workforce needed to provide the service level demanded.

To properly execute the mission of DPS to its fullest potential, the composition of the department's workforce must adequately address the variances of the population makeup of the department's service area and customers. Greater diversification of the workforce enables the department to better respond to demands placed on the department. Therefore, the department should assess, monitor, and take corrective action to reduce the under-utilization of minority and female employment. This effort will assist the department in reaching parity in the respective under-utilized Equal Employment Opportunities (EEO) categories/job groups.

In addition to maintaining a diverse workforce, DPS' procurement should reflect the diversity of Missouri citizens and businesses. DPS should make every effort to award contracts to minority- and women-owned business enterprises.

Supporting Data

- ◆ Some of the divisions of DPS have high turn over rates. This equates to the loss of institutional memory as well as cost associated with new hires.
- ◆ DPS continually strives to have its workforce adequately reflect the diversity of the state. Currently the department is underutilized in 12 of the 18 Equal Employment Opportunity categories based upon DPS' availability of minorities and women. (Page 42 #25)

DPS is below the goal set for state agencies for purchases from minority or women-owned business enterprises. It takes the combined efforts of all departments of state government to insure the state of Missouri affords equal access and protection under the law to all persons. (Page 42 #25)

5.3 GOAL (In what direction does the agency want to move to address the strategic issue?)

Missouri citizens will have equal opportunity under the law.

5.3.1 OUTCOMES (What are the results or benefits for the public?)

5.3.1.1 A motivated, skilled and productive workforce

- 5.3.1.2 Employees are satisfied with their job and their employment with DPS
- 5.3.1.3 Employees are knowledgeable about the value of diversity
- 5.3.1.4 The workforce and expenditures reflect the diversity of Missouri citizens and businesses

5.3.2 OUTCOME MEASURES (How will success be measured?)

- 5.3.2.1 Internal customer survey result
- 5.3.2.2 Procurement and hiring practices reflect the diversity of Missouri citizens and businesses.
- 5.3.2.3 Percentage of minority and female state employees in upper level salary ranges.
- 5.3.2.4 Percentage of state government purchases from minority- and female-owned businesses.
- 5.3.2.5 Compliance with the DPS Affirmative Action Plan.

5.3.3 OBJECTIVE/OBJECTIVE MEASURES (How much will be accomplished and how will progress be measured?)

- 5.3.3.1 Increase to 75% the fifteen survey areas within the 1993 DPS employee survey rating job performance, work environment, supervision, agency performance and support, and DPS performance and support, where there was an employee satisfaction level of less than 60% by June 30, 2004.
- 5.3.3.2 Attain 10% Minority Business Enterprise (MBE) and 5% Women Business Enterprise (WBE) expenditures of total operating expenditures for DPS by June 30, 2004.
- 5.3.3.3 Increase the number of minority and female employees in upper-level salary ranges by June 30, 2004.
- 5.3.3.4 Reduce the employee turnover rate by (percentage under construction) (base line data under construction, see p. 36) for females and minorities employed by for DPS by June 30, 2004.
- 5.3.3.5 Increase by (percentage under construction) (base line data under construction, see p. 36) the number of *new* DPS employees whose knowledge level of diversity has increased due to diversity training by June 30, 2004.
- 5.3.3.6 Increase (percentage under construction) (base line data under construction, see p. 36) the number of *current* DPS employees whose knowledge level of diversity has increased due to diversity training by June 30, 2004.

- 5.3.3.7** Increase the number of females and minorities employed by DPS by June 30, 2004.

5.3.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 5.3.4.1** Continue to develop minority recruitment opportunities and programs. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.2** Analyze the personnel authorizations to determine where additional employment opportunities may exist to promote opportunities within minority communities. (Responsibility: MSWP, MONG, DO, MCP, MSHP)
- 5.3.4.3** Work with the Equal Opportunity Employment Office and the Office of Administration, Division of Personnel when employment opportunities arise for the hiring of minorities and females. (Responsibility: MSWP, MDFS, MDLC, MONG, DO, SEMA, MDHS, MCP, MSHP)
- 5.3.4.4** Increase commitment toward expanding departmental base of minorities and women in our workforce. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.5** Continuously focus recruiting efforts on areas having the highest potential for identifying qualified professional applicants, thereby obtaining a culturally diverse workforce from an established pool of applicants to achieve a workforce reflective of state's culture diversity. (Responsibility: MSWP, MSHP, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.6** Provide Cultural Diversity training to employees. (Responsibility: MSWP, MSHP, MDFS, MDLC, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.7** Improve our understanding of cultural diversity and apply that understanding in an active, sensitive, and respectful manner. (Responsibility: MSWP, MSHP, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.8** Analyze the reasons for employee turnover and work to improve retention incentives. (Responsibility: MSWP, MONG, DO, SEMA, MVC, MCP, MSHP)
- 5.3.4.9** Make opportunities for advancement available to existing qualified employees. (Responsibility: MSWP, MDLC, MONG, DO, SEMA, MDHS, MVC, MCP, MSHP)
- 5.3.4.10** Increase the percentage of discretionary goods and services purchased through minority and women-owned businesses. (Responsibility: MSWP, MSHP, MDFS, MDLC, MONG, DO, SEMA, MDHS, MCP)
- 5.3.4.11** Maintain a high quality, well-trained, diverse work force. (Responsibility: MSWP, MSHP, MDLC, MONG, DO, SEMA, MDHS, MCP)

Summary

Missourians depend on the Department of Public Safety to provide them with many of the public safety services they need in their daily lives. For the department to respond to these needs it will take the combined efforts of all of the approximately 3,000 employees, as well as support from the highest levels of state government. With this support, the Department of Public Safety can meet its mandates, responsibilities, and role in improving and protecting the lives of Missourians.

The consequences of not addressing the responsibilities associated with Department Management and Operation will result in:

- ◆ **Inefficient utilization of time, money, and resources**
- ◆ **Imposition of federal mandates**
- ◆ **Increased employee turnover**
- ◆ **Budget reductions**
- ◆ **Low employee productivity**
- ◆ **Diminished effectiveness**
- ◆ **Loss of public confidence and the confidence of personnel in other agencies**
- ◆ **Possible loss of life and property by the inability to receive and transmit critical information in a timely manner.**
- ◆ **A less than optimal level of officer safety**
- ◆ **Loss of federal funding by not meeting mandates or receiving spending authority**

DO - Directors Office
MCP - Missouri Capitol Police
MDHS - Missouri Division of Highway Safety
MDFS - Missouri Division of Fire Safety
MDLC - Missouri Division of Liquor Control

MSHP - Missouri State Highway Patrol
MSWP - Missouri State Water Patrol
MVC - Missouri Veterans Commission
MONG - Office of the Adjutant General
SEMA - State Emergency Management Agency

AREAS UNDER CONSTRUCTION

- 5.1.3.1** DPS is in the process of determine what process to use to determine how to measure the efforts the department is making with budget redirects.
- 5.1.3.2** DPS is in the process of identifying what services are duplicated and if there are areas for consolidation.
- 5.1.3.3** DPS is in the process of determining if there is a way to put a cost saving on all of the partnerships/collaborations currently underway.
- 5.1.3.4** This is a MSHP objective/objective measure that they are working on how to determine baseline data.
- 5.1.3.6** This is a MSHP objective/objective measure that they are working on how to determine baseline data.
- 5.2.3.1** DPS is now determining how many partnerships/collaborations currently are in existence. Once this base line data is developed the percentages can be set.
- 5.2.3.2** DPS has several external customer surveys currently in use. However, non-address services provided by DPS. DPS is in the process of developing a more appropriate survey instrument.
- 5.2.3.3** DPS is in the process of developing a survey instrument to determine citizen understanding of public safety issues.
- 5.2.3.4** DPS is developing a process to determine the number of performance evaluations that contain a successful or better rating in the area of customer satisfaction.
- 5.3.3.1** DPS conducted an internal customer satisfaction survey in 1993. Nothing has been done since. DPS is in the process of developing a survey instrument similar to the one used by OA to help determine the internal customer satisfaction with DPS services.
- 5.3.3.4** DPS is in the process of setting up a system to track turnover rates.
- 5.3.3.5** DPS is developing a process to determine the level of knowledge of *new* employees as it pertains to cultural diversity. Not all divisions are training new employees, and DPS is taking steps to improve this area.
- 5.3.3.6** DPS is developing a process to determine the level of knowledge of *current* employees as it pertains to cultural diversity. Not all divisions are training new employees, and DPS is taking steps to improve this area.

TRAFFIC SAFETY

6.0

Strategic Issue

Overview

Traffic safety is one of the most prominent and widespread public safety issues. Traffic crashes have a profound economic and emotional effect on the citizens of Missouri. In 1998, a total of 194,984 traffic crashes were reported in the state of Missouri with a total estimated economic loss of \$3,240,900,000. This includes the loss of productivity due to injury or death and the long-term treatment of disabling injuries and the loss of property as a result of a traffic crash.

Fatal traffic crashes are one of the leading causes of death in the United States and the greatest cause of violent death. Law enforcement officers from across the nation are called upon, too often, to notify the next of kin of crash victims. Alcohol related traffic crashes accounted for 277 fatalities in 1998 in Missouri and 15,935 fatalities in the United States. It is estimated that three out of every ten Americans will be involved in an alcohol-related traffic crash at some time in their lives.

The primary statutory purpose of the Missouri State Highway Patrol is to enforce traffic laws and promote safety upon the highways. The Missouri State Highway Patrol also serves as the central repository for statewide motor vehicle crash reports; alcohol and drug related traffic offense convictions, and criminal history records. Through analysis of traffic crash data collected by the Patrol, safety improvements are made to state maintained roadways by the Missouri Department of Transportation.

To provide increasing levels of services and protection to citizens of the state of Missouri, a paramount importance is placed on the establishment and continuation of initiatives addressing crash reduction, safe and sober driving, and safety belt/restraint usage. Failure to adequately educate citizens and enforce traffic laws will impair crash reduction efforts as traffic volume increases.

Supporting Data

- ◆ In the 1999 Missouri State Highway Patrol Public opinion survey, 64.8% of the respondents listed being involved in a traffic accident while traveling on Missouri roadways as a moderate or serious concern. In the same survey, 55.8% of the respondents were concerned about being victimized by crime while traveling Missouri roadways.
- ◆ Speed was a significant contributing factor in Missouri's traffic crash experience especially as it relates to crashes involving death and injury. Of all 1998 traffic crashes

15.9% were speed related. Of all fatal crashes, 35.5% were speed related. A total of 417 persons were killed and 17,069 were injured in a speed related crash.

- ◆ Commercial motor vehicles were involved in 10.0% of all traffic crashes in 1998. When examining fatal crashes, 17.0% involved a commercial motor vehicle. A total of 211 persons and 6,219 were injured in commercial motor vehicle related crashes.
- ◆ Construction/work zones are areas of concern in Missouri, due to the adverse impact associated with temporary changes to the normal driving environment. In 1998, 1.0% of all traffic crashes involved a construction/other work zone. A total of 15 persons were killed and 755 were injured in construction/other work zone related traffic crashes.
- ◆ Drinking involvement was a significant contributing factor in Missouri's serious traffic crash experience in 1998. Of all 1998 Missouri traffic crashes 4.7% involved a person drinking. However, of all fatal crashes 23.9% had a person drinking. In 1998, one person was killed or injured in a drinking involved crash every 1.3 hours.
- ◆ Drivers of motor vehicles age 55 or older and age 21 or younger were involved in a large number of crashes in the state of Missouri. Of all 1998 traffic crashes, 31.1% involved a younger driver and 26.2% involved an older driver. A total of 274 persons were killed and 26,643 were injured in traffic crashes involving young drivers. Conversely, 353 persons were killed and 19,917 were injured in crashes involving an older driver. Drivers under 21 made up only 10.0% of all of Missouri's licensed drivers in 1998.
- ◆ The wearing of seat belts by drivers and passengers is one of the best ways to prevent death and personal injury when involved in a traffic crash. In 1998 a driver of an automobile, van motor home, or truck involved in a traffic crash had a 1 in 3 chance of being injured if they were not wearing a seat belt. However, if they were wearing a seat belt, their chance of being injured was 1 in 7. When examining driver deaths, the difference is much more dramatic. A driver involved in a 1998 Missouri traffic crash had a 1 in 74 chance of being killed if they were not wearing a seat belt. In those cases, where the driver wore a seat belt their chance of being killed was 1 in 1,243.
- ◆ Traffic safety education is an important consideration in the effort to reduce property damage, injuries, and deaths resulting from traffic crashes. During 1998 officers of the Missouri State Highway Patrol presented 1,533 traffic safety programs to 78,425 Missourians. The available resources of the Missouri State Highway Patrol could not meet the public demand for traffic safety programs, as evidenced by the 346 requests for traffic safety programs that were not granted.
- ◆ Enforcing laws relating to driving while intoxicated was ranked as the number one law enforcement priority by 81.4% of the respondents to the 1999 MSHP Public Opinion Survey. Of the respondents, 58.2% ranked detecting and deterring the flow of illegal drugs as the second priority and 54.1% ranked enforcing criminal laws as the number three priority.

The consequences of not addressing the responsibilities associated with traffic safety will result in:

- ◆ **Additional loss of life and property**
- ◆ **Adverse economic impact (higher insurance rates, lost work time, and loss of tourism)**
- ◆ **Loss of public confidence**
- ◆ **Reduced funding (state, federal, and local)**
- ◆ **Loss of public confidence**
- ◆ **Decreased safety improvements in transportation system**
- ◆ **Reduced civil obedience**

6.1 GOAL (In what direction does the agency want to move to address the strategic issue?)

A safer Missouri highway system.

6.1.1 OUTCOMES (What are the results or benefits for the public?)

- 6.1.1.1** Decrease the 1999 percentage of respondents concerned over being involved in traffic crashes.
- 6.1.1.2** Reduced number of crashes where speed is the contributing factor.
- 6.1.1.3** Reduced number of crashes where commercial motor vehicles are involved.
- 6.1.1.4** Reduced number of crashes in construction and work zones.
- 6.1.1.5** Reduced incidence of alcohol related injuries/deaths caused by motor vehicle crashes.
- 6.1.1.6** Reduce the number of crashes involving drivers 55 & older and 21 & younger.
- 6.1.1.7** Increase seatbelt usage.

6.1.2 OUTCOME MEASURES (How will success be measured?)

- 6.1.2.1** Percentage of respondents to public survey.
- 6.1.2.2** Incidence of speed related crashes.
- 6.1.2.3** Incidence of commercial motor vehicle crashes.
- 6.1.2.4** Incidence of construction zone crashes.
- 6.1.2.5** Incidence of alcohol related crashes.
- 6.1.2.6** Incidence of age related crashes.
- 6.1.2.7** NHTSA seatbelt usage rates.

6.1.3 OBJECTIVE/OBJECTIVE MEASURE (What is the success or impact of agency programs or approaches?)

- 6.1.3.1** Decrease by 4% from 64.8% in 1999 to 60.8% the number of respondent's moderately/seriously concerned over being involved in a traffic crash as identified in the 2003 public opinion survey.

- 6.1.3.2** Decrease by 2% the number of traffic crashes on Missouri roadways where speed is the contributing factor from 15.9% of all accidents in 1998 to 13.9% of all accidents by 2003. (1-1-01 to 1-1-03)
- 6.1.3.3** Decrease by 2% the number of traffic crashes on Missouri roadways involving CMV's from 10% of all traffic crashes in 1998 to 8% of all traffic crashes by 2003. (1-1-01 to 1-1-03)
- 6.1.3.4** Decrease the number of traffic crashes occurring within construction/work zones by 1% in 1998 to less than 1% by 2003. (1-1-01 to 1-1-03)
- 6.1.3.5** Reduce alcohol related traffic crashes to 5% (based on 8,608 traffic crashes in 1998) by January 2, 2003.
- 6.1.3.6** Decrease by 4% the number of traffic crashes involving drivers 55 & older from 26.2% of crashes in 1998 to 22.2% of traffic crashes by 2003. (1-1-01 to 1-1-03)
- 6.1.3.7** Decrease by 1.1% the number of traffic crashes involving drivers 21 years of age & younger from 31.1% of traffic crashes occurring in 1998 to 30% of traffic crashes by 2003. (1-1-01 to 1-1-03)
- 6.1.3.8** Increase by 10%, from 62.2% in 1999 to 72.2% in 2003, the number of occupants using seat belts.

6.1.4 STRATEGIES (What actions will need to be taken to accomplish the objective?)

- 6.1.4.1** Increase the visibility of officers on roadways. (Responsibility: MSHP, MDHS)
- 6.1.4.2** Place a positive emphasis on enforcement results/activities conducted by DPS Divisions. (Responsibility: MSHP, MDHS)
- 6.1.4.3** Participate in the Commercial Vehicle Information Systems Network (Responsibility: MSHP, MDHS)
- 6.1.4.4** Improve coordination with MoDOT and other construction companies prior to construction. (Responsibility: MSHP, MDHS)
- 6.1.4.5** Pursue seat belt legislative change from secondary to primary enforcement. (Responsibility: MSHP, MDHS)
- 6.1.4.6** Provide training programs that target factors contributing to: speed, Commercial Motor Vehicle violations, construction/work zone crashes, and alcohol related violations.
- 6.1.4.7** Provide safety programs that target factors that contribute to: Speed, Commercial Motor Vehicle violations, construction/work zone crashes, alcohol related violations, crashes involving drivers 55 & older and 21 & younger, and seat belt /child restraint usage. (Responsibility: MSHP, MDHS)

6.1.4.8 Provide enforcement activities that target: speed, Commercial Motor Vehicle violations, construction/work zone crashes, alcohol-related violations, crashes involving drivers 21 & younger, and seat belt/child restraints. (Responsibility: MSHP, MDHS)

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